

LOCAL FOOD MSME DIGITAL MARKETING STRATEGY (CASE STUDY IN BANDA ACEH CITY)

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Abstract

Marketing activities or promotional activities for a product (brand or brand) that are carried out digitally with the aim of reaching as many customers as possible in a relevant, effective and efficient way are called digital marketing. This study aims to: (1) determinants in determining the digital marketing strategy for MSME local food products in the city of Banda Aceh. (2) the right strategy and become a priority alternative to increase digital marketing for MSMEs of local food products in the city of Banda Aceh. The aims of this research are: (1) IFE and EFE Matrix (2) Strength-Weakness-Opportunity-Threat (SWOT) Matrix (3) Quantitative Strategic Planning Matrix (QSPM). The results of the evaluation of internal factors (IFE) obtained a value of 2.98 and external factors (EFE) obtained a value of 2.73. Based on the internal-external (IE) matrix, The position of internal and external factors that determine the digital marketing strategy for local food MSMEs in Banda Aceh City are in quadrant V (Stability), namely conditions that are relatively good or stable at present and have prospects for the future. Meanwhile, based on the SWOT matrix, the results show that the position of local food MSME business development factors in the city of Banda Aceh related to digital marketing strategy is in quadrant I, namely expansion. So, in this position the right strategy to be implemented by local food MSMEs in Banda Aceh City is the SO (strength-opportunity) strategy, namely utilizing strengths to maximize opportunities, by developing businesses through online marketing media, as well as maximizing the convenience of digital transactions and taking advantage of promotional opportunities as well as increasing cooperation in digital product promotion with third parties. Based on the QSPM matrix ranking, the results of the strategy "maximizing the convenience of digital transactions and taking advantage of promotional opportunities" are the most superior online marketing strategies by local food MSME marketers in Banda Aceh City in order to develop their business.

Keywords: *Marketing Strategy, Digital Marketing, SWOT Analysis, Quantitative Strategic Planning Matrix.*

1. INTRODUCTION

Electronic commerce or e-commerce is the development and implementation of marketing activities carried out with online services and the use of internet facilities. This becomes a strategy, system and marketing process by utilizing internet-based information and communication technology. Increasingly competitive business competition encourages companies to think more creatively to create more corporate marketing and promotion programs so that they can survive and operate optimally by keeping costs to a minimum. This is of course related to how the company communicates and disseminates information about the strengths and benefits of the products/services they offer. The emergence of the digitalization era has encouraged companies to share information more closely and openly with their customers so that an understanding of the importance of digital marketing has developed. Digital marketing is a marketing activity or promotional activity for a product (brand or brand) that is carried out digitally with the aim of reaching as many customers as possible in a relevant, effective and efficient manner. Currently digital marketing is more widely used by business people because digital marketing can be monitored and measured, marketing reach is broader and targeted. Digital marketing channels are

not only related to the internet, but also those that are not related to the internet. Digital marketing is a means of integrating platforms and customer experiences through digital channels, this can increase prospects and interactions and build relationships with customers and potential customers.

Digital marketing can be a two-way communication technique to increase people's awareness and engagement with certain products and brands. (Purwana et al, 2017). Digital marketing applications are considered by MSME producers to increase market share, improve customer experience while MSME producers maintain product knowledge and encourage expansion in shopping (Febriyantoro et al, 2018). Online marketing can increase the income of respondents. Products offered with attractive visualization accompanied by product illustrations/descriptions, as well as clear prices can attract consumer interest (Setiawan et al, 2018). The use of e-commerce can affect increased revenue depending on customer preferences and of course increase revenue (Nabila, 2017). An interesting phenomenon related to the Covid-19 pandemic is as Zaatariyah's research (2021) which found that several MSMEs experienced a decline in sales, but by applying digital marketing their businesses could be encouraged to develop further, from promotional activities to the process of sending goods to consumers. This study aims to: (1) Know the determinants in determining the digital marketing strategy for MSME local food products in the city of Banda Aceh. (2) Know the right strategy and become a priority alternative to improve digital marketing for MSMEs of local food products in the city of Banda Aceh. The analytical tools used in this study are: (1) IFE and EFE Matrix to identify determinants (internal and external) (2) Strength-Weakness-Opportunity-Threat (SWOT) Matrix to analyze internal and external conditions and determine marketing strategies and (3) Quantitative Strategic Planning Matrix (QSPM) to determine strategic alternatives which are marketing priorities.

Direct interaction between sellers and buyers is of course inseparable from the existence of a digital platform, which is a medium for socializing with each other online, thus enabling humans to be able to interact with each other without any space and time limitations. Marketing through digital platforms by utilizing social media networks is centered on company efforts to build content that attracts attention and encourages consumers to connect and share information with companies through available social media networks. Social media is a platform that is easily accessible to anyone. Then the opportunity for companies to increase their awareness in the long term becomes easier.

2.LITERATURE REVIEW

2.1 Marketing Strategy

Chandler (1962:13) states that strategy is the long-term goal of a company, as well as the utilization and allocation of all important resources to achieve that goal. Strategic management is a system as a whole, having various components that are interconnected, influence each other and move simultaneously (together) in the same direction. According to Ketchen (2009) strategic management plays an important role in the analysis, decisions and actions taken by companies to create and maintain competitive advantage. The essence of the strategy is planning activities, namely preparing work programs that are clear and can be implemented so as to guarantee the survival and development of organizational life in an ever-changing environment. According to Sedarmayanti (2014: 12) three basic strategy assessment activities: (1) reviewing external and internal factors that form the basis for the current strategy, (2) performance measurement, (3) collective action taking. Strategic assessment is necessary because the nature of the strategy is open to modification in the future due to changes, success will create new and different problems, so that organizations that are easily complacent will experience failure.

2.2 Digital Marketing

Sanjaya and Tarigan (2009)*Digital marketing* is a marketing activity or promotional activity for a product (brand or brand) that is carried out digitally with the aim of reaching as many customers as possible in a relevant, effective and efficient way. Currently digital marketing is more

widely used by business people because digital marketing can be monitored and measured, marketing reach is broader and targeted. Heidrick and Struggles (2009) define digital marketing as a marketing function that takes advantage of developments in the digital world to carry out comprehensive and direct advertising but has a very significant impact.

2.3. Local Food MSMEs

The definition of MSMEs is regulated in the Law of the Republic of Indonesia No. 20 of 2008 concerning MSMEs. In this law, based on Article 1 paragraph 1, it is explained "MSMEs are productive businesses owned by individuals and/or individual business entities that have the criteria for micro-enterprises as stipulated in the law." Article 1 paragraph 2 explains: "Small Business is a productive economic business that stands alone, which is carried out by individuals or business entities that are not subsidiaries or not branches of companies that are owned, controlled, or become part either directly or indirectly of Medium or Large Businesses that meet the criteria Small Business as referred to in this Law." Herawati (2019) consumer preferences continue to change, because food products are an urgent need, through the right process, can present products made from local ingredients as valuable and competitive products.

3. IMPLEMENTATION METHOD

3.1 Research Time and Place

This research was conducted from September 2022 to May 2023, which is located in Banda Aceh City, with the consideration that internet media facilities and infrastructure are adequate and the growth rate of MSMEs continues to increase in terms of numbers, besides that the city of Banda Aceh is also the capital city a province that has a strategic location and plays an important role in increasing the MSME industry, in supporting the growth and development of the regional economy.

3.2 Research Design

The data collection method was carried out using a questionnaire method. This data collection technique is carried out by compiling structured questions that are closed in nature with the answers provided and must be filled in by the respondent by selecting one of the available answers. In compiling the questionnaire, the variables are broken down into indicators and then the indicators are broken down into questions or statements. The measurement scale used to measure question or statement indicators on the independent and dependent variables is to use a Likert scale. The Likert scale is a tool used to classify variables to be measured so that there are no mistakes in determining data analysis using this scale (Azwar, 2010).

3.3 Determination of Population and Sample

1. Population Determination

The population in this study are SMEs in the local food industry sub-sector in the city of Banda Aceh, totaling 100 SMEs (data from the Office of Cooperatives and SMEs in Banda Aceh City, 2022).

2. Sampling

The research sample was obtained using a purposive sampling technique, namely sampling based on the determination of special characteristics that are in accordance with the research objectives.

3.4 Data Analysis Technique

According to Sugiyono (2010), data collection methods are techniques or methods used to collect data for a specific purpose. The data collection developed in the research on the Digital Marketing Strategy for Local Food MSME in Banda Aceh City includes (1) desk study method, (2) survey method (interview), and (3) observation method. The data collection method was carried out

by purposive sampling involving experts (experts), entrepreneurs (owners) and employees (staff). This research went through several stages. In the first stage, 100 respondents were distributed questionnaires to find out the evaluation of internal factors and external factors related to the digital marketing strategy for local food MSMEs in the city of Banda Aceh. From these results the internal-external (IE) matrix can be mapped and at the same time the SWOT analysis matrix can also be mapped. The number of samples taken for the initial stage of the questionnaire regarding internal and external factors, namely 100 samples according to the criteria of Birn (2014) which states that for social research a number of 100-200 samples is sufficient. The next step is to carry out the matching stages based on the SWOT matrix.

According to Freddy Rangkuti chronologically the steps in making a SWOT matrix consist of:

1. In the Opportunities (O) cell, create 5-10 external opportunities owned by the company, based on the EFE matrix in the previous input stage.
2. In the Threats (T) cell, make 5 to 10 external threats faced by the company, based on the EFE matrix in the previous input stage.
3. In the Strength (S) cell, make 5 to 10 external threats faced by the company, based on the IFE matrix in the previous input stage.
4. In the Weakness cell (W), make 5 to 10 external threats faced by the company, based on the IFE matrix in the previous input stage.
5. Make a possible strategy for the company based on the consideration of the combination of the four strategic factor cells. At this matching stage it will provide results in the form of four possible strategies that will match each other between each environmental factor such as:
 - Strengths with opportunities
 - Strengths (strength) with threats (threats)
 - Weaknesses with opportunities
 - Weaknesses (weaknesses) with threats (threats)

Matching at this stage is not to determine which strategy is best, but matching is meant to produce alternative strategies that are realistic and workable, therefore not all strategies developed in the SWOT matrix are selected to be implemented, then look at the company's competitive position in the SWOT quadrant, to obtain a strategic position that best suits the company's environmental conditions. The next stage, based on the alternative strategies generated by the SWOT matrix, will be analyzed again using the QSPM matrix to get the strategies that are prioritized and declared as the most valuable strategy for them, this can be seen based on the highest TAS (Total Attractiveness Score) score in the matrix QSPM. This priority strategy will be an option to then be implemented as a marketing strategy.

4. RESULTS AND DISCUSSION

4.1 Characteristics of Respondents

Based on a sample of 100 respondents, the majority of respondents in this study, namely 74 people or as much as 74 percent, were women. This means that in general, women are active in the business world, in this case local food SMEs because women want to help improve the family's economy. The majority of 55 respondents aged 26 to 35 years. This shows that the majority of respondents are young adults, where the ages of 26 to 35 years are the productive and effective age range in starting and developing a business and have a sense of consistency in maintaining their business, especially in the digital era. The majority of 50 respondents or 50.0 percent of respondents have a monthly net income between IDR 1,000,000 to IDR 3,000,000. The rest, as many as 49 respondents or 49.0 percent of respondents have a monthly net income between IDR 3,000,000 to IDR 5,000,000; and 1 person or 1.0 percent with a monthly net income of less than IDR 1,000,000. The income referred to in this case is the MSME business income that it operates.

This means that based on the income of the respondents, they have a decent enough income which indicates that their MSME businesses have also begun to develop.

The majority of 61 respondents or 61.0 percent of respondents use social media for business purposes more than 8 hours every day. The rest, as many as 39 respondents or 39.0 percent use social media between 6 and 8 hours every day. This means that the respondent's daily use of social media is quite high intensity so that it can be a reference for studies regarding the implementation of digital marketing strategies for MSME businesses. Based on the development of MSME business income after carrying out online marketing activities, as many as 2 MSMEs or 2.0 percent did not change/stagnant; as many as 18 MSMEs or 18.0 percent increased between 0.1 to 10 percent; as many as 48 MSMEs or 48.0 percent increased between 10.1 to 20 percent (representing the majority of respondents); as many as 22 MSMEs or 22.0 percent increased between 20.1 to 30 percent; as many as 7 MSMEs or 7.0 percent increased between 30.1 to 40 percent; and as many as 3 MSMEs or 3.0 percent, an increase of between 40.1 and 50 percent. This indicates that digital marketing has a positive impact on increasing revenue, because through digital media entrepreneurs can expand market share and are more flexible in terms of time and place.

4.2. Results

The results of the internal factor evaluation obtained a value of 2.98 including a strength factor of 2.48 and a weakness factor value of 0.50. Based on this value, it is known that the position of internal factors in the development of online marketing for local food MSMEs in Banda Aceh City is relatively strong. David (2004) states that if the total IFE (internal factor evaluation) weighted score is more than (> 2.5) it is classified as strong, and if it is less than (< 2.5) it is classified as weak. Thus, internal factors are categorized as having a strong influence on the development of MSME food businesses, especially related to online marketing activities for local food MSME. The results of the evaluation of external factors obtained a value of 2.73 including an opportunity factor of 1.91 and a threat factor of 0.82. Based on these values, it is known that the position of external factors in the development of online marketing for local food MSMEs in Banda Aceh City is relatively strong. According to David (2004), if the total EFE (external factor evaluation) weighted score is more than (> 2.5) it is considered strong, and if it is less than (< 2.5) it is considered weak.

Table 1 Weighting, Rating and Scoring of Internal and External Factors

| No. | IFAS & EFAS | Amount | Weight Value | Ratings | Score |
|-----|--|--------|--------------|---------|-------|
| A | STRENGTH | | | | |
| 1. | Strategic business location. | 319 | 0.05 | 3,19 | 0.16 |
| 2. | Have a reliable workforce in the production process. | 320 | 0.05 | 3,20 | 0.16 |
| 3. | Good employee relations. | 332 | 0.05 | 3,32 | 0.17 |
| 4. | Good relationship between competitors. | 297 | 0.05 | 2,97 | 0.14 |
| 5. | Adequate infrastructure (buildings/buildings, machinery and means of transportation). | 325 | 0.05 | 3,25 | 0.16 |
| 6. | Product models that match market trends. | 315 | 0.05 | 3,15 | 0.15 |
| 7. | Long lasting product. | 314 | 0.05 | 3,14 | 0.15 |
| 8. | Prices according to product quality. | 336 | 0.05 | 3,36 | 0.18 |
| 9. | Buildings/buildings owned by businesses/UMKM are buildings/buildings with the status of property rights. | 301 | 0.05 | 3,01 | 0.14 |
| 10. | Sales policies can be directly decided (discounts, etc.). | 311 | 0.05 | 3,11 | 0.15 |

| No. | IFAS & EFAS | Amount | Weight Value | Ratings | Score |
|---|--|--------------|--------------|----------|-------------|
| 11. | The prices offered are affordable consumer. | 325 | 0.05 | 3,25 | 0.16 |
| 12. | Recruit or appoint special staff/employees to handle the field of promotion (choose "less influence" if none). | 299 | 0.05 | 2.99 | 0.14 |
| 13. | Use third party services as social media managers/managers (choose "less influence" if none). | 296 | 0.05 | 2.96 | 0.14 |
| 14. | Updates/posts via social media are done quite frequently. | 330 | 0.05 | 3.30 | 0.17 |
| 15. | Ease of delivery via online delivery services (such as Ummapos, Grab, Gojek, Maxim, etc.) | 318 | 0.05 | 3,18 | 0.16 |
| 16. | Ease of transaction via e-wallet, m-banking, and internet banking. | 316 | 0.05 | 3,16 | 0.15 |
| Sub Total Strength | | 5,054 | 0.78 | - | 2.48 |
| B | WEAKNESS | | | | |
| 1. | The brand/product is not widely known by the public. | 229 | 0.04 | 2,29 | 0.08 |
| 2. | Business owners are still in the main decision-making power. | 241 | 0.04 | 2,41 | 0.09 |
| 3. | Competitor prices there are cheaper. | 225 | 0.03 | 2.25 | 0.08 |
| 4. | The organizational structure is still weak. | 221 | 0.03 | 2,21 | 0.08 |
| 5. | There are still problems with the distribution of shipments if the departure schedule is late. | 241 | 0.04 | 2,41 | 0.09 |
| 6. | Expensive shipping costs depend on the shipping service chosen. | 234 | 0.04 | 2.34 | 0.08 |
| Sub Total Weaknesses | | 1,391 | 0.22 | - | 0.50 |
| Total IFE (Sub Total Strengths+Sub Total Weaknesses) | | 6,445 | 1.00 | - | 2.98 |
| C | OPPORTUNITY | | | | |
| 1. | Changes in the lifestyle of today's society. | 321 | 0.08 | 3,21 | 0.24 |
| 2. | Current technological advances. | 329 | 0.08 | 3,29 | 0.25 |
| 3. | Many enthusiasts from the surrounding community to our company/business products. | 311 | 0.07 | 3,11 | 0.23 |
| 4. | High business activity. | 315 | 0.07 | 3,15 | 0.23 |
| 5. | Expanding business activities. | 317 | 0.07 | 3,17 | 0.24 |
| 6. | Good relationship with suppliers. | 325 | 0.08 | 3,25 | 0.25 |
| 7. | The market share is quite high. | 317 | 0.07 | 3,17 | 0.24 |
| 8. | Social media as a business support tool can be accepted by all ages. | 316 | 0.07 | 3,16 | 0.23 |
| 9. | The existence of an endorser as a third party in marketing the product (choose "less influence" if there is none") | 261 | 0.06 | 2.61 | 0.16 |
| Sub Total Odds | | 2,812 | 0.66 | - | 1.91 |
| D | THREAT | | | | |
| 1. | Global economic crisis. | 233 | 0.05 | 2,33 | 0.13 |
| 2. | Rise in fuel prices. | 254 | 0.06 | 2.54 | 0.15 |
| 3. | More and more businesses / MSMEs are | 232 | 0.05 | 2,32 | 0.13 |

| No. | IFAS & EFAS | Amount | Weight Value | Ratings | Score |
|-----|---|--------------|--------------|----------|-------------|
| | offers similar products in the city of Banda Aceh. | | | | |
| 4. | Related product design development with current lifestyle changes still need attention. | 231 | 0.05 | 2,31 | 0.13 |
| 5. | Increase in raw material prices. | 259 | 0.06 | 2.59 | 0.16 |
| 6. | Disturbance from scammers/hackers trying to hijack/copy social media accounts. | 240 | 0.06 | 2.40 | 0.14 |
| | Sub Total Threats | 1,449 | 0.34 | - | 0.82 |
| | Total EFE (Sub Total Opportunity+Sub Total Threat) | 4,261 | 1.00 | - | 2.73 |

Source: Results of data analysis (2023)

The graph of the IFE and EFE factor positions provides an overview of the current conditions, so that various efforts can be made to improve the business. The results of the evaluation of internal factors (IFE) obtained a value of 2.98 and external factors (EFE) obtained a value of 2.73. Based on the internal-external (IE) matrix, the position of internal and external factors that determine the digital marketing strategy of local food MSMEs in Banda Aceh City is in quadrant V (stability). According to David (2004), quadrant V is the stability quadrant, which is a condition that is relatively good or stable at present and has prospects for the future. In more detail, the graph of the position of IFE and EFE factors in the internal-external matrix can be seen in Figure 1 below:

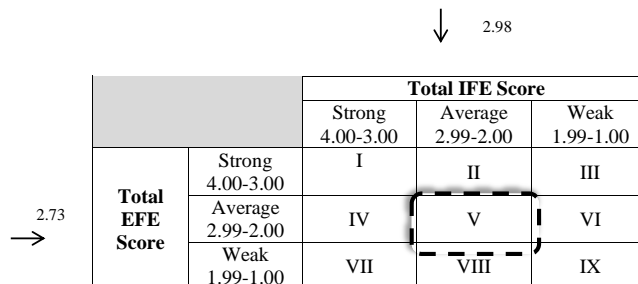


Figure 1 Internal and External Factor Mapping in the Internal-External Matrix

From the results of the internal factor evaluation (IFE) a value of 2.98 was obtained and the external factor (EFE) obtained a value of 2.73. This can also be interpreted into a SWOT analysis diagram, where the IFE and EFE factors are located for local food MSME businesses in Banda city. Aceh is located in quadrant I or expansion. In more detail, the IFE and EFE factor position graphs in the SWOT diagram can be seen in Figure 2 below:

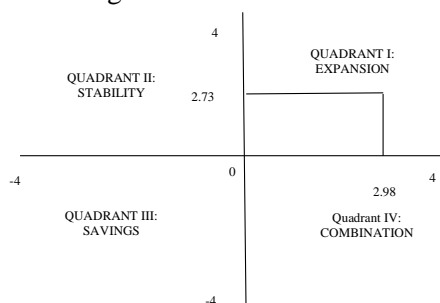


Figure 2 Mapping Internal and External Factors in a SWOT Diagram

Results Mapping internal and external factors in the SWOT matrix shows that the position of local food MSME business development factors in the city of Banda Aceh related to digital marketing strategies is in quadrant I, namely expansion. Companies have strengths that can be used to maximize opportunities. According to Rangkuti (2015), quadrant I shows various opportunities that are offset by internal strengths. Based on the results of the SWOT matrix analysis, 10 marketing strategies can be formulated that can be applied in order to increase the income of local food MSMEs in Banda Aceh City, as follows:

1. Business development by empowering local human resources.
2. Business development with online marketing media.
3. Increasing the capacity of businesses and services (delivery).
4. Increasing knowledge, abilities and skills of digital systems.
5. Increase in business capital and display product promotions in increasing turnover.
6. Business development through product variants and flavors.
7. Maximizing the convenience of digital transactions and taking advantage of promotional opportunities.
8. Increasing digital product promotion cooperation.
9. Increasing innovation, quality and product quality.
10. Utilization of local raw materials in production activities.

The ten strategies generated by the SWOT analysis above are then redistributed to respondents to be selected according to their priority scale, and will be re-analyzed using the QSPM (Quantitative Strategy Planning Matrix) matrix.) run by SMEs or their companies. Each respondent weighed every internal and external factor from the previous questionnaire with 1 (one) strategy each as a benchmark for each of these factors. Based on the results of the QSPM matrix, it is possible to rank the priority scale of the strategies that are most favored by local food MSME companies for later implementation. The following is Table 2 of the results of the QSPM analysis based on ranking scores.

Table 2 Priority Strategies for Local Food MSMEs in Banda Aceh City After QSPM Matrix Analysis

| No. | Description | Scores in the QSPM Matrix |
|-----|---|---------------------------|
| 1. | (7) Maximizing the convenience of digital transactions and taking advantage of promotional opportunities. | 7.45 |
| 2. | (5) Business development with online marketing media. | 7,20 |
| 3. | (4) Increased knowledge, abilities and skills of digital systems | 6,61 |
| 4. | (8) Increasing cooperation in digital product promotion. | 6,56 |
| 5. | (2) Business development with online marketing media. | 6,40 |
| 6. | (6) Business development through product variants and flavors | 5.98 |
| 7. | (1) Business development by empowering local human resources. | 5.92 |

| No. | Description | Scores in the QSPM Matrix |
|-----|--|---------------------------|
| 8. | (9) Increasing innovation, product quality and quality. | 5,75 |
| 9. | (3) Increasing business and service capacity (delivery). | 5,61 |
| 10. | (10) Utilization of local raw materials in production activities | 5,40 |

Source: Results of data analysis (2023)

Based on this ranking, you can see the strategy "Maximizing the convenience of digital transactions and taking advantage of promotional opportunities." is the online marketing strategy that is most favored by local food MSME marketers in Banda Aceh City in order to develop their business. This is due to the high activity of the community, so that digital transactions are the main option in increasing sales strategies. MSMEs can comprehensively develop their business by providing various conveniences to consumers, both direct interaction through their social media, ease of digital payments and collaboration with third parties in terms of delivery services.

5. CONCLUSION

Based on the results and discussion of this research, the following conclusions are obtained:

1. The results of identifying internal factors (IFE) obtained a value of 2.98 and external factors (EFE) obtained a value of 2.73. Based on the internal-external (IE) matrix, the position of internal and external factors that determine the digital marketing strategy of local food MSMEs in Banda Aceh City are in quadrant V (Stability), namely conditions that are relatively good or stable at present and have prospects for the future .
2. based on the SWOT matrix, the results of the evaluation of the IFE and EFE factors show that the position of the local food MSME business development factor in the city of Banda Aceh related to digital marketing strategy is in quadrant I, namely expansion. So, in this position the right strategy to be implemented by local food MSMEs in Banda Aceh City is the SO (strength-opportunity) strategy, namely utilizing strengths to maximize opportunities based on the 10 alternative strategies generated to later be implemented based on priority scale, while based on matrix rankings. QSPM, it can be seen that the strategy of "maximizing the convenience of digital transactions and taking advantage of promotional opportunities" is the priority in first place with a score of 7.45.

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